



DEPARTMENTS OF THE ARMY AND THE AIR FORCE

NATIONAL GUARD BUREAU  
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19 July 2004

NGB-EO

MEMORANDUM FOR THE ADJUTANTS GENERAL OF ALL STATES, PUERTO RICO, THE U.S. VIRGIN ISLANDS, GUAM AND THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

SUBJECT: All States (Log Number P04-0009) Mobilization and Equal Opportunity

1. References.

a. National Guard Bureau Regulation (NGR) 600-21, Equal Opportunity Program in the Army National Guard, 14 Sep 01,  
<http://www.ngbpdc.ngb.army.mil/pubfiles/600/60021.pdf>

b. NGR 600-22, National Guard Military Discrimination Complaint System, 30 Mar 01, <http://www.ngbpdc.ngb.army.mil/pubfiles/36/3631.pdf>

c. AR 600-20, Command Leadership, 13 May 02,  
[http://www.usapa.army.mil/pdffiles/r600\\_20.pdf](http://www.usapa.army.mil/pdffiles/r600_20.pdf)

d. AR 27-10, Military Justice, 6 Sep 02,  
[http://www.usapa.army.mil/pdffiles/r27\\_10.pdf](http://www.usapa.army.mil/pdffiles/r27_10.pdf)

2. Supporting Equal Opportunity (EO) and ensuring all Soldiers are treated with dignity and respect enhances combat power by strengthening leadership, improving communication, and building unit cohesion and teamwork. To ensure mission success, mobilizing commanders must:

- a. Notify soldiers of regulatory changes
- b. Conduct required training
- c. Conduct Unit Climate Assessments (UCAs)
- d. Appoint Equal Opportunity Representatives (EORs)

3. Regulatory Changes. The regulations governing EO requirements change when Army National Guard (ARNG) soldiers are on Active Duty (AD) Title 10 for 30 days or more. Mobilized soldiers are governed by AR 600-20 instead of NGR 600-21 and NGR 600-22.

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4. Training. AR 600-20 has different training requirements and significantly different procedures for processing EO complaints. Therefore, all soldiers must receive training in EO, Prevention Of Sexual Harassment (POSH), and the AD complaints process.

5. Unit Climate Assessment. In accordance with AR 600-20, para F-1 and NGR 600-21, para 2-9, commanders will conduct UCAs. Knowledge gained from this assessment will be a huge asset to the commander. The new web-based system takes only a few minutes to complete. Go to:  
<http://www.ngb.army.mil/staff/special/eo/policyprograms/arng/memos.asp> for details.

6. Equal Opportunity Representative (EOR). Commanders must appoint an additional duty EOR and ensure they attend the Active Component (AC) EOR Course as soon as the unit is alerted. The State EO Manager will facilitate initial contact between the EOR and the AC Equal Opportunity Advisor (EOA) of the parent AC unit for training and assistance on EO matters. The UCMJ chain of command (found on soldiers' mobilization orders) will indicate the parent AC unit and EOA who can assist on equal opportunity issues. For units in the continental United States, AR 27-10 Appendix E designates the geographical areas of responsibility for each AC installation.

7. Soldiers should always approach their chain of command first to resolve any potential EO or other equal opportunity issue. Equal opportunity complaints should be handled at the lowest level in the chain of command that has the ability to resolve the situation without bias.

8. All leaders must make every effort to resolve an equal opportunity issue or complaint as soon as possible, especially while all personnel involved are still on active duty.

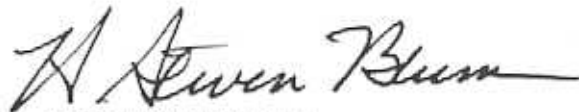
9. Electronic copies of this and other ARNG EO memorandums are available at <http://www.ngb.army.mil/staff/special/eo/policyprograms/arng/memos.asp> or visit our mobilization site,  
<http://www.ngb.army.mil/staff/special/eo/policyprograms/arng/training.asp>.

10. This memorandum expires one year from the date of publication unless sooner rescinded or superseded.

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